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ABSTRACT

The Illinois Valley Industry Retention Program was conceived with the goals of retaining existing industries in the area and saving presently available jobs for the area's citizens. A program committee, formed in March 1982 of representatives from state government, Illinois Valley Community College (IVCC), and local businesses, undertook a survey to obtain information from local businesses concerning their site location, training needs, governmental assistance opportunities, markets, suppliers, perceptions of the advantages and disadvantages of doing business in the state, and plans for expansion. Survey findings, based on responses from 98 of the 144 firms sampled, included the following: (1) the responding firms employed a total of 11,976 workers; (2) 87% had made investments in equipment in the previous 3 years; (3) 40% were considering expanding and 3% had definite plans to expand in the next 3 years; (4) 34% reported that current employment in their plants was higher than 3 years earlier and 41% reported that it was lower; (5) 51% reported that their hiring level would be higher in 3 years, while 4% projected that it would be lower; (6) 56% rated local government toward business as cooperative; and (7) workers' compensation and unemployment taxes were the issues of greatest concern to the survey respondents. Recommendations reflecting industry concerns at the local, state and federal levels and the survey instruments are included in the study report. (HB)

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FINAL REPORT

ILLINOIS VALLEY INDUSTRY RETENTION PROGRAM

CO-SPONSORED BY

ILLINOIS VALLEY COMMUNITY COLLEGE

AND

THE ILLINOIS DEPARTMENT OF COMMERCE

AND COMMUNITY AFFAIRS

IN CONJUNCTION WITH

ILLINOIS BELL COMPANY

AND

ILLINOIS POWER COMPANY

DATE: October 15, 1982

PREPARED BY:

John P. Allen
Chairman, Illinois Valley
INDUSTRY RETENTION COMMITTEE

JC 820 562

U.S. DEPARTMENT OF EDUCATION
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MAJOR HIGHLIGHTS

The major highlights of the Illinois Valley Industry Retention Study are as follows:

98 companies out of a total of 144 firms participated in the survey.

46 firms have expanded their physical size in the last three years.

83 firms have made reinvestments in equipment in the last three years.

41 firms are planning to expand their physical size in the next three years.

23 firms have decided to invest in equipment in the next three years.

89 firms reported that their equipment is the same or better than the equipment in comparable industries.

49 firms reported that employment would be higher in three years.

97 firms reported that they train employees in-house.

83 firms reported that current employee-management relations are rated as good to very good.

41 firms rated employee productivity as high to very high.

59 firms rated the current proximity of plants to their markets as good to very good.

54 firms rated the local government attitude toward business cooperative to very cooperative.

50 firms reported that the state agency attitude toward business is indifferent.

Worker's Compensation and Unemployment taxes were the two issues of greatest concern to the industries and businesses participating in survey.

46 firms reported that they probably or definitely would not locate in the State of Illinois if they knew then about present conditions.

Only 3 firms are considering the possibility of closing down their plants permanently within the next year.

PURPOSE OF PROGRAM

The Industry Retention program for the Illinois Valley area was originally conceived with the overall goal of retaining the existing industries within our communities and in turn save the jobs presently made available by these businesses and industries for the citizens of the area. The Illinois Valley Industry Retention Committee felt that by surveying the industries and seeking to find out what problems or areas of concern were affecting the existing industries; the committee along with Illinois Valley Community College, local and state officials, and economic development allies such as Illinois Bell and Illinois Power could assist the industries in solving or clearing up the identified problems. This would hopefully prove beneficial in retaining the existing industries and jobs within our communities.

The specific objectives which the committee hoped to accomplish with this study are as follows:

1. To help retain existing industries, encourage their expansions and suggest viable new industries so as to retain and create jobs and taxes.

2. To assist local industries and businesses in solving their problems.

3. To make industries aware of programs provided by Illinois Valley Community College and those programs funded by the state to assist companies in meeting training needs.

4. To make industries more aware of federal, state, and local government assistance programs for plant expansions.

5. To make industries more aware of the advantages and benefits of doing business in Illinois.

6. To make industries more aware of the efforts and commitment by local and state government representatives to retain and assist in the expansion and location of industry in our local communities and in the state of Illinois.

7. To develop better communications between industries and Illinois Valley Community College, local chambers of commerce, local and state government representatives, and economic development allies.

8. Identify assets and potential markets of the area which could assist in determining future service and manufacturing based industries which could be supportive to the existing industries of the area.

9. To make local and state government representatives aware of the disadvantages and concerns of industry related to doing business in the area and in the state in order to encourage regulatory and legislative reform.

DESCRIPTION OF PROGRAM

The Illinois Valley Industry Retention Committee was formed at the college during the month of March of 1982. The committee membership consisted of representatives from the Illinois Department of Commerce and Community Affairs, Illinois Valley Community College, Illinois Bell, Illinois Power Company, and local Chamber of Commerce representatives. Illinois Valley Community College was selected as co-sponsor for this program for the following reasons. The area in which this study was conducted is almost exactly co-terminus with the district of the college. The college as a service organization works closely and cooperatively with local and state government agencies, chambers of commerce, private businesses and industries, and other community agencies which were all involved with this program. In addition, the college has a commitment to this area and its citizens for the promotion and betterment of the communities included within its district. The college felt that it should be co-sponsor of this study to provide whatever assistance it could to help retain existing industry and to promote expansion of these industries along with trying to attract new industries and jobs to the area. The name of the committee and program was developed to reflect the involvement of communities within the three counties of Bureau, La Salle, and Putnam. The committee was interested in organizing the program study and in developing a survey questionnaire for distribution to the manufacturing businesses and industries within the Illinois Valley area. The questionnaires were designed to gather information from the companies regarding site location, training needs, governmental assistance opportunities, markets, suppliers, disadvantages and advantages of doing business within the state of Illinois, and plans for expansion, along with other relevant information. In addition, the questionnaire was designed to serve as an avenue for industries to convey their concerns and problems to an interested group of people who would try to assist these industries in solving their problems. With this assistance, hopefully, the industries would decide to remain and expand in our local communities.

The Illinois Valley Industry Retention Committee was aware that in order to have a successful program, the direct involvement and assistance of the mayors, Illinois Valley Community College, local state legislative representatives, local chambers of commerce, service industries (i.e., utilities) would have to be obtained. Therefore, on March 23, 1982, a meeting was held at Illinois Valley Community College with these above-mentioned people specifically invited to hear the Industry Retention Committee explain the purpose of the program. A timetable was developed and distributed to the participants at the meeting. Strong support and cooperation was given by the mayors, chamber of commerce representatives, and state legislative representatives to the Illinois Valley Industry Retention Committee for this program, Illinois Valley Community College, service industries (i.e., utilities), and other economic development agencies.

The timetable called for the development of call teams which would actually make personal visits to the larger manufacturing industries. The Chambers of Commerce were given the responsibility for coordinating the formation of these call teams. The representatives of the Chambers of Commerce were asked to work closely with the mayors and other city or village representatives in organizing and forming these call teams. The first three weeks of April were designated as the time for formation of the call teams.

Training sessions were set up for the last week of April for the call team members. These training sessions were developed by the Industry Retention Committee to present the purpose of the program and to explain all of the material in the packet of information to be given to the industry. The questionnaire itself was explained along with the proper procedures for coding and mailing the completed questionnaire back to Illinois Valley Community College. Interview techniques and tips were discussed at the training sessions for the benefit of the call team members. There was a total of sixty call team members present at the training sessions.

The month of May was designated as the Illinois Valley Industry Retention program month. An official proclamation signed by Governor James Thompson was presented to Illinois Valley Community College by the Assistant Director of the Illinois Department of Commerce and Community Affairs, Mr. Ed Marlin, on April 30, 1982, at the official kick-off meeting of the Illinois Valley Industry Retention program.

The survey questionnaires were divided into two groups. One group to be mailed to the industries in the local communities which employed less than forty people. This group consisted of seventy industries and businesses. The other group consisted of those industries which were to be personally interviewed by the call teams. This group was made up of those industries which employed forty or more people. There were seventy-one industries in this group.

The completed surveys returned to the college were keypunched on computer cards and sent to the office of Area Development under the direction of Dr. Robert Koepke at Southern Illinois University in Edwardsville for the computer analysis. The analysis printouts were sent back to Illinois Valley Community College for material to be used in writing the summary and final report.

RESULTS OF SURVEY QUESTIONNAIRE

The survey questionnaire developed for this study was divided into eight major sections. These eight sections were: (1) Classification, (2) Plant and Site, (3) Employment and Labor, (4) Local Community, (5) Local and State Government, (6) Markets and Materials, (7) Advantages and Disadvantages, and (8) General Business Information. The questions making up this survey were developed to gather relevant information which might prove useful in achieving the purpose and goals of this study. This report summarizes the finding of the study and depicts an in-depth analysis of the information reported by the ninety-eight (98) companies responding to the survey.

CLASSIFICATION INFORMATION

This study involved manufacturing and related companies located in the three counties of Bureau, La Salle, and Putnam. Of the ninety-eight (98) companies returning the completed survey, twenty-one (21) were located in Bureau County, Seventy-three (73) were located in La Salle County, and four (4) were located in Putnam County.

Sixty-eight (68) of the firms were personally visited and interviewed while thirty (30) of the firms mailed the completed survey to Illinois Valley Community College for analysis.

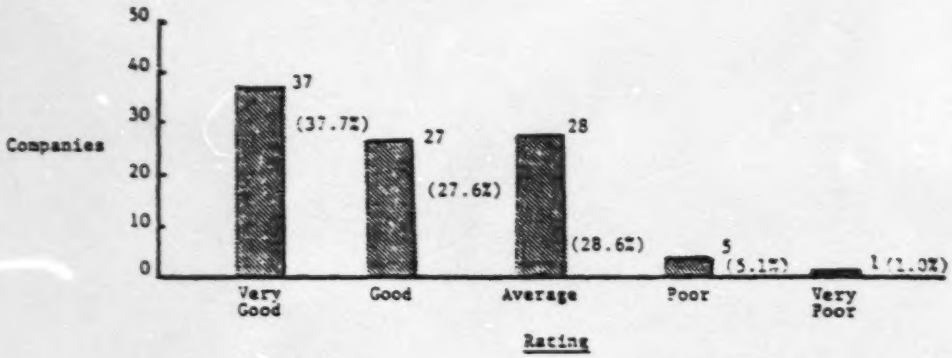
Forty-eight (48) of the companies were established as branch or division plants from the parent organization. Forty-four (44) of the companies were the only plant of the industry or business. Six (6) of the firms did not indicate if the company was a branch or only plant of the industry.

The current total employment for the ninety-eight firms was 11,976 with the breakdown of the number of employees classified as follows:

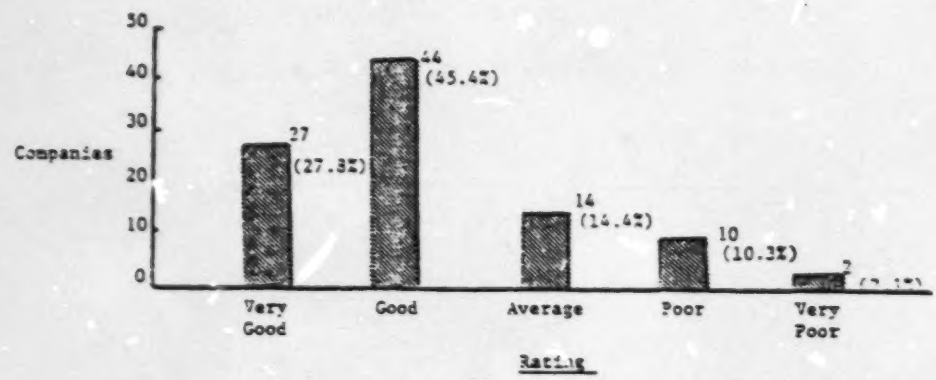
Employees	Number
Did Not Report	1
0-5	5
6-25	22
26-50	20
51-100	14
101-200	18
201-500	14
501-1000	3
Over 1000	1

PLANT AND SITE INFORMATION

Thirty-seven companies (38%) rated the access of their plant for outbound and inbound shipments as very good while only six companies (6%) rated access as poor to very poor. TCR = 98.*

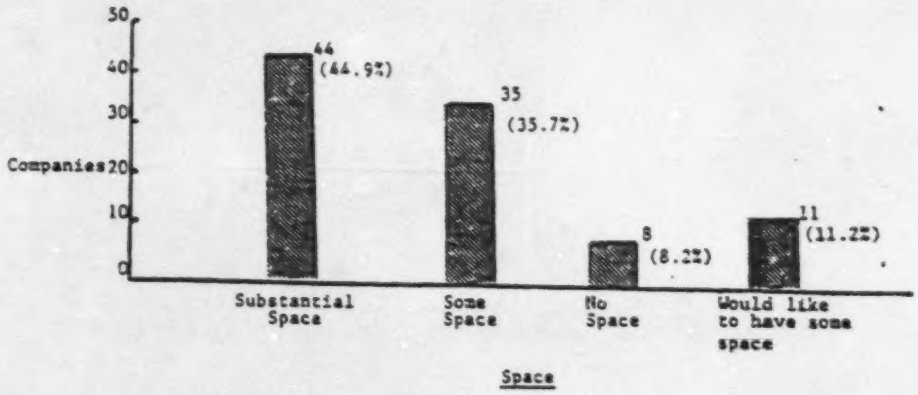


Seventy-one companies (73%) rated the location of their plant within the community as good to very good with only twelve companies (12%) rating their plant location as poor to very poor. TCR = 97.

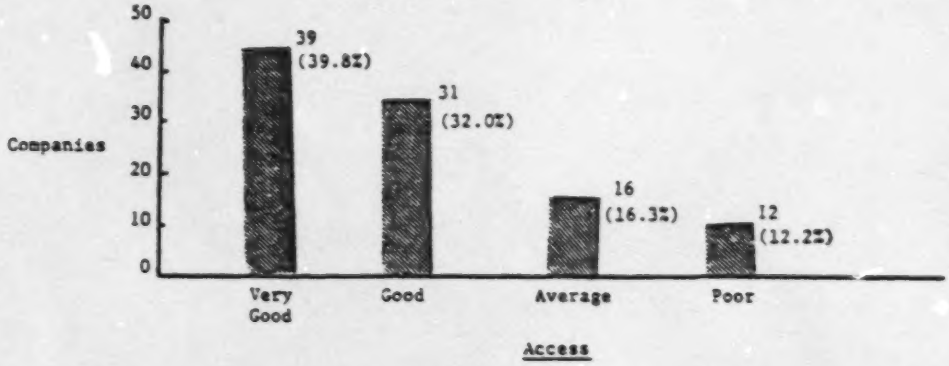


* TCR stands for Total number of Company Responses.

Seventy-nine companies (81%) reported that they had some to substantial space available for expansion which eight companies (8%) had no space and eleven firms (11%) wish that they had some space for expansion. TCR = 98.



Seventy firms (72%) rated their access to an interstate highway as good to very good while only twelve firms (12%) rated their access as poor. TCR = 98.



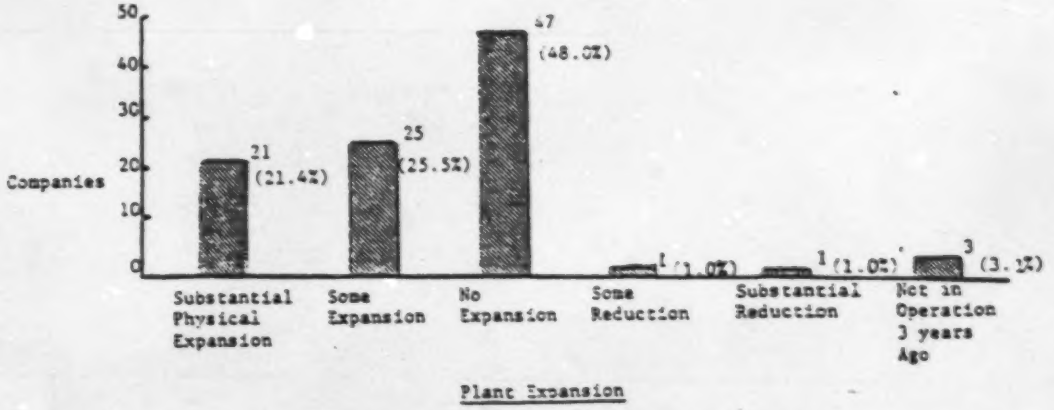
The following listing shows when the plants were built within the three county area:

When Plant Built	# of Plants
1980's	3
1970's	19
1960's	23
1950's	16
1940's	13
1930's	6
1920's	6
Prior to 1920's	11
Did not report	1

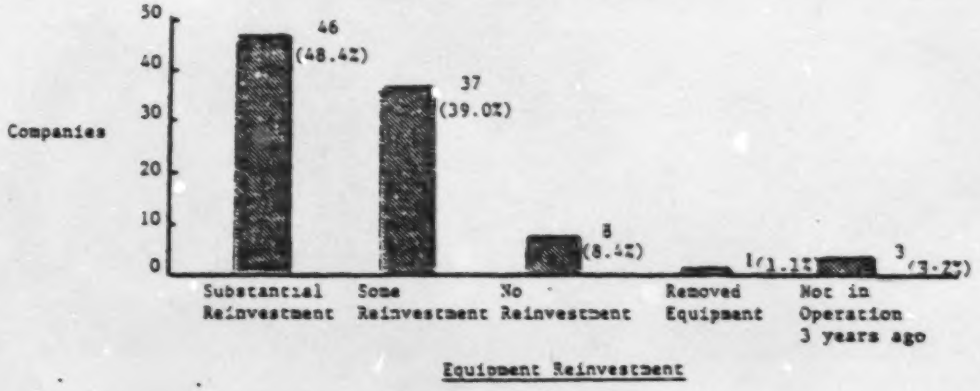
Listed below are the approximate dates when the plants within the area reporting on this survey actually began production:

Began Production	# of Plants
1980's	3
1970's	22
1960's	27
1950's	15
1940's	10
1930's	4
1920's	1
Prior to 1920's	16

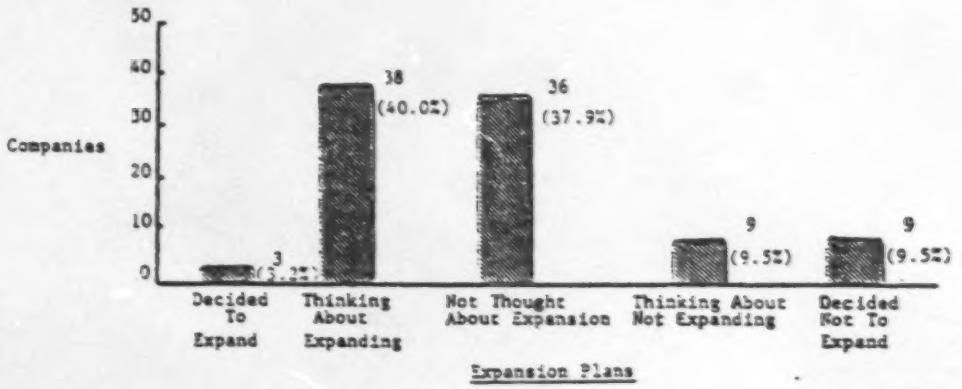
Forty-six firms (47%) had some to substantial physical plant expansion within the last three years while forty-seven firms (48%) reported no expansion. TCR = 98.



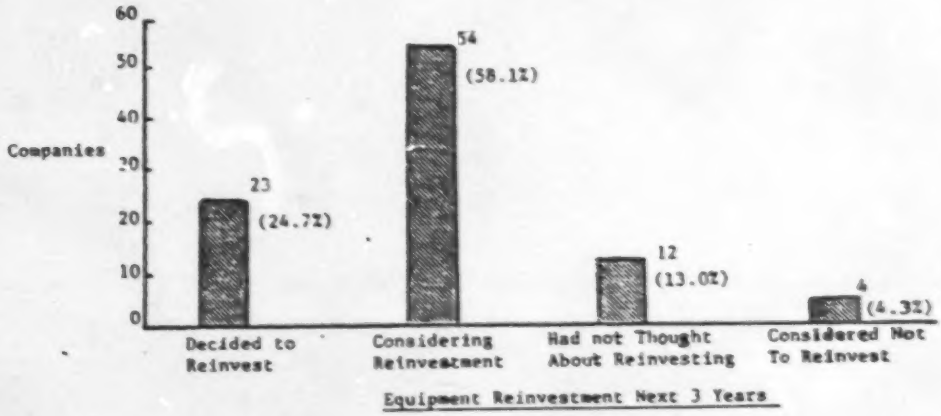
Eighty-three companies (87%) made some to substantial investments in equipment within the last three years while only eight firms (8%) made no reinvestment. TCR = 95.



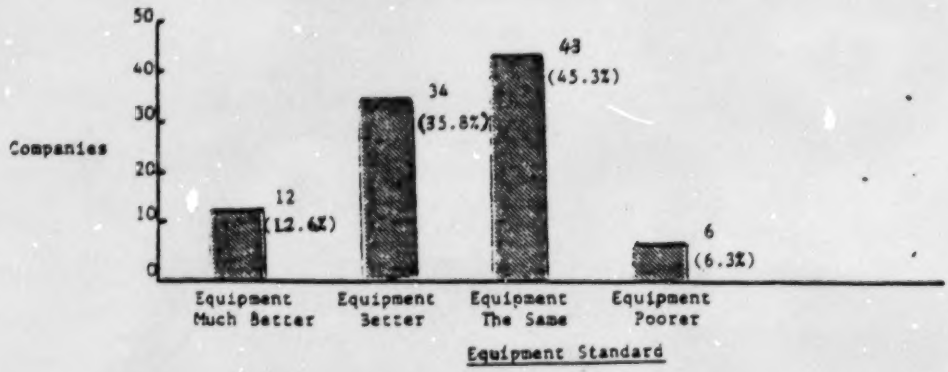
Three companies (3%) have definitely decided to expand their physical facilities in the next three years, and thirty-eight companies (40%) are thinking about expanding their plants. Thirty-six firms (38%) are not thinking about expanding their plants while nine firms (10%) have decided not to expand. TCR = 95.



Twenty-three companies (25%) have decided to reinvest in equipment in the next three years while fifty-four firms (58%) are considering the reinvestment in equipment. Four firms (4%) have considered not to reinvest in equipment in the next three years. TCR = 93.

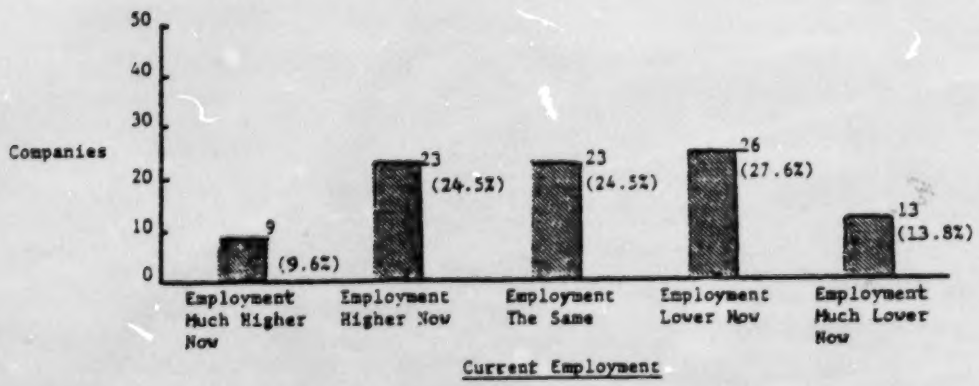


Forty-six companies (48%) reported that their equipment compared much better or better than the standard of the equipment in their industry. Forty-three firms (45%) stated that their equipment was about the same as other industries, and six firms (6%) reported that their equipment was poorer than the standard equipment in comparable industries. TCR = 95.

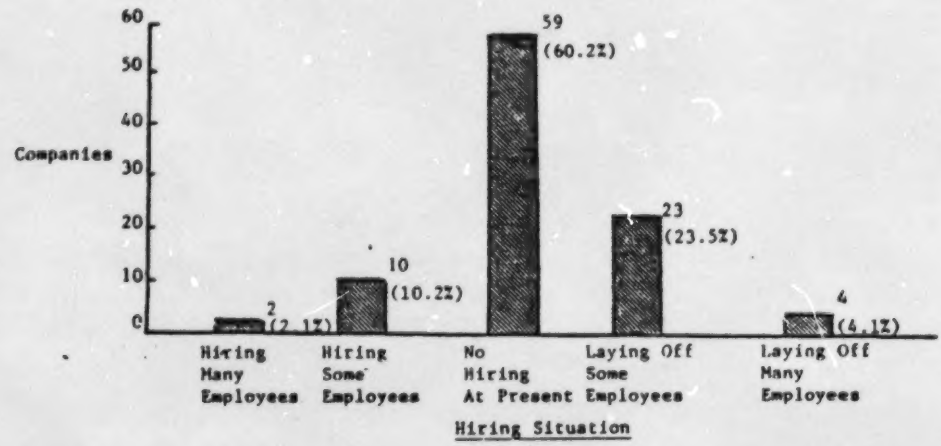


EMPLOYMENT AND LABOR INFORMATION

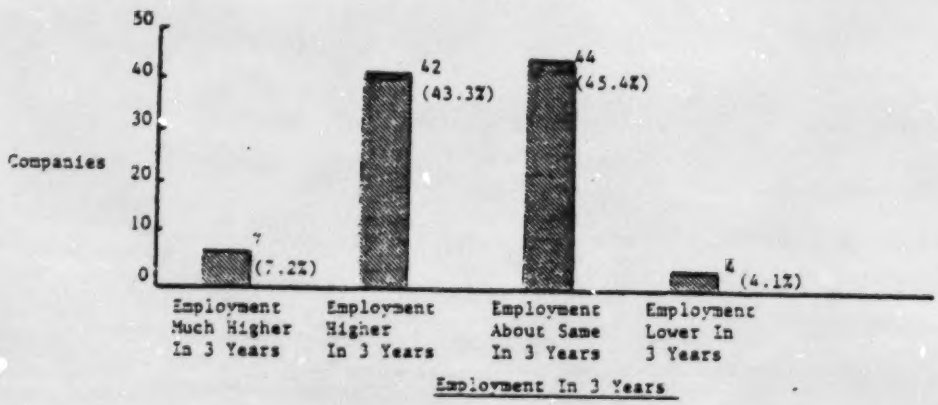
Thirty-two companies (34%) reported that current employment in their plants was higher to much higher than it was three years ago. Twenty-three firms (25%) reported that employment was the same. Thirty-nine companies (41%) reported that current employment was lower to much lower when compared to three years ago. TCR = 94.



Twelve companies (12%) stated that they were hiring some to many new employees at this time. Fifty-nine (60%) reported that they were not hiring new employees at this time, while twenty-seven firms (28%) acknowledged that they were laying off some to many employees. TCR = 98.

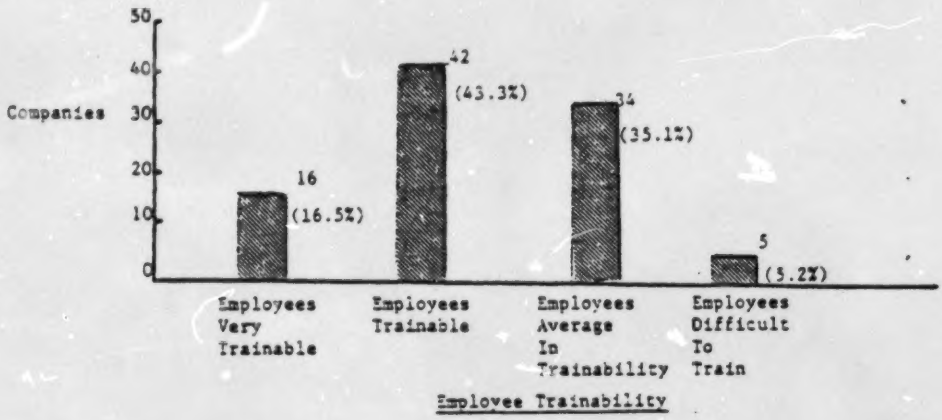


Forty-nine firms (51%) reported that projected hiring of new employees within three years would be higher to much higher than at present while forty-four (45%) said that hiring in three years would be the same as today. Four firms (4%) reported that hiring in three years would be lower than at present. TCR = 97.



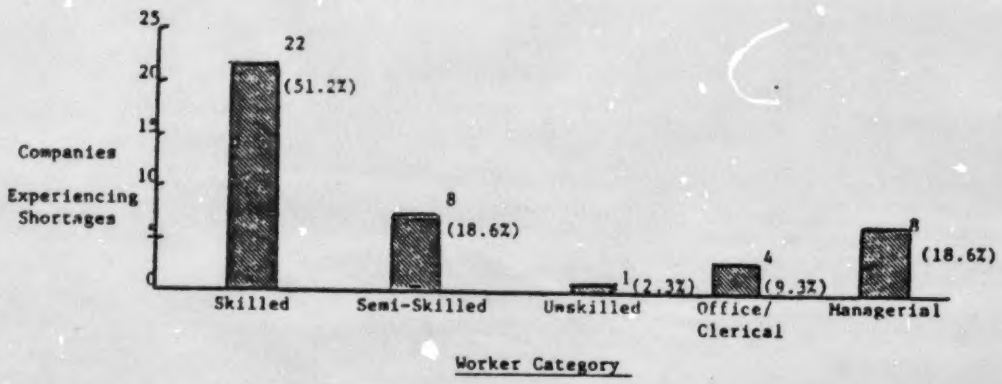
Ninety-seven companies (99%) confirmed that they provide training in-house for their employees. Only one firm (1%) did not provide in-house training. TCR = 98.

Fifty-eight companies (60%) reported that their employees were trainable to very trainable while five firms (5%) reported that their employees were difficult to train. TCR = 97.

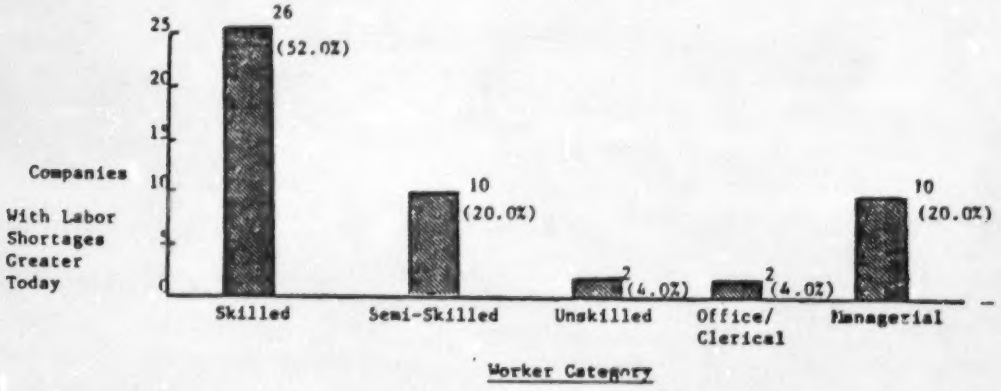


Seventy-three firms (75%) answered that they were aware of state funded training programs. Twenty-four firms (25%) did not know about state funded training programs, and one firm (1%) did not answer this question. TCR = 97.

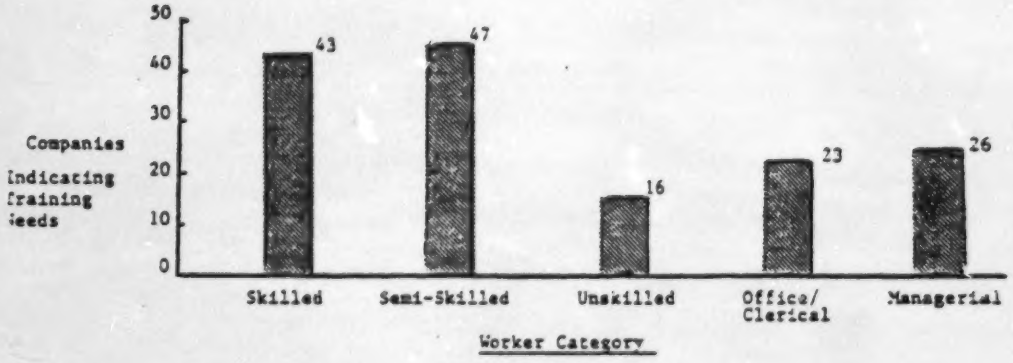
The following graphic presentation shows the number of firms reporting shortages of the different categories of employees in the surveyed companies work force. TCR = 43.



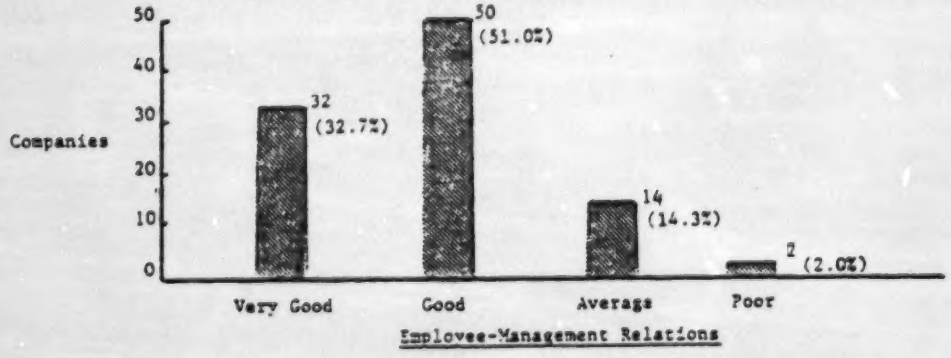
The following graphic presentation shows the number of firms reporting labor shortages greater today than they were three years ago. TCR = 50.



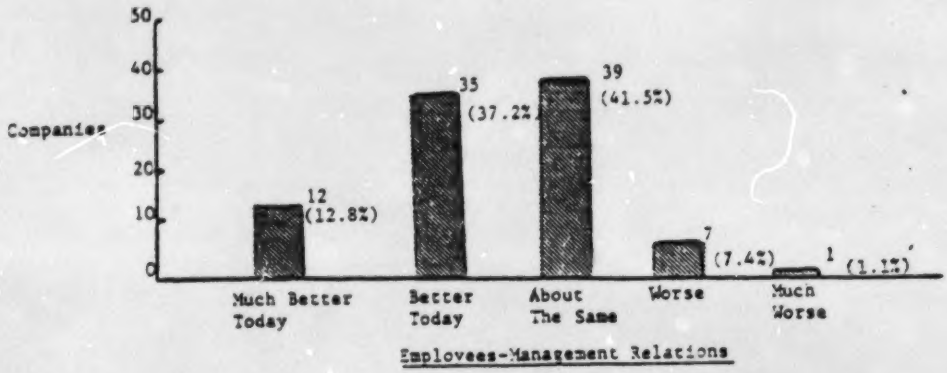
The following graphic presentation shows the number of firms and the employee category indicating the need for training of these people.



Eighty-two companies (84%) indicated that current employee-management relations are good to very good. Two firms (2%) reported poor employee-management relations. TCR = 98.

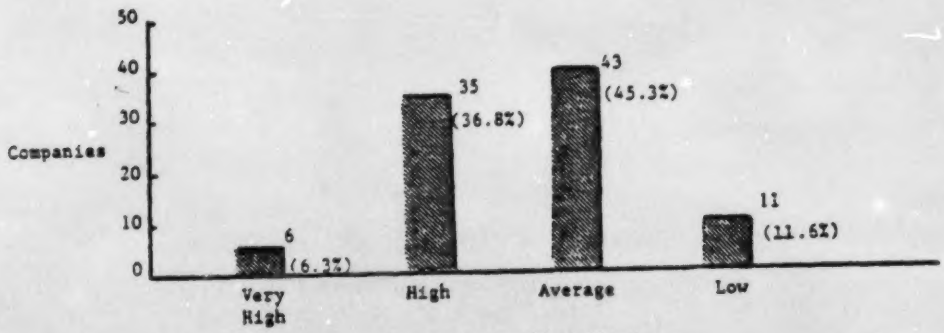


Forty-seven companies (50%) reported that the current employee-management relations are better to much better today than they were three years ago, while thirty-nine companies (42%) said that relations were the same as three years ago. Eight firms (9%) stated that current relations were worse to much worse than three years ago. TCR = 94.



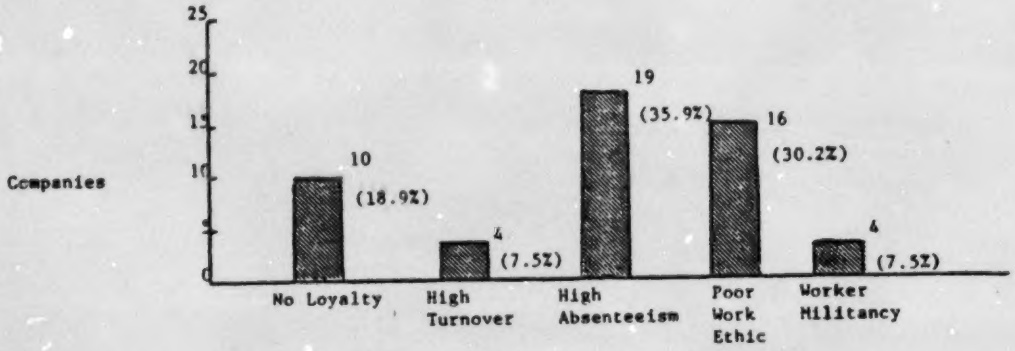
Employees-Management Relations

Forty-one companies (43%) reported that current employee productivity was high to very high while forty-three firms (45%) answered that productivity was average. Eleven companies (12%) reported that productivity was low. TCR = 95.



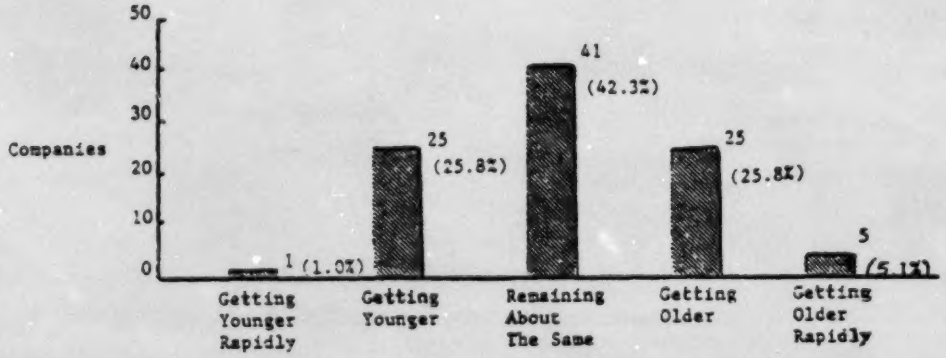
Employee Productivity

In the survey question dealing with labor problems, high absenteeism and poor work ethics were the problems regarded by the companies as the most serious problems. The following graph shows the number of companies responding "yes" to the question dealing with labor problems. TCR = 53.



Labor Problem Areas

Twenty-six companies (27%) reported that the work force was getting younger, while forty-one firms (42%) said that the workers were remaining the same age. Thirty firms (31%) stated that the work force was getting older. TCR = 97.



Age of Work Force

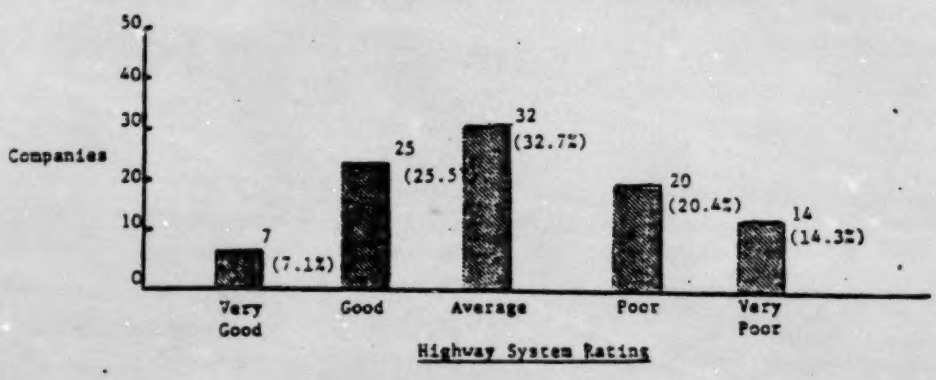
LOCAL COMMUNITY INFORMATION

The following table shows the rating and cost of the services used by the companies in the operation of their businesses.*

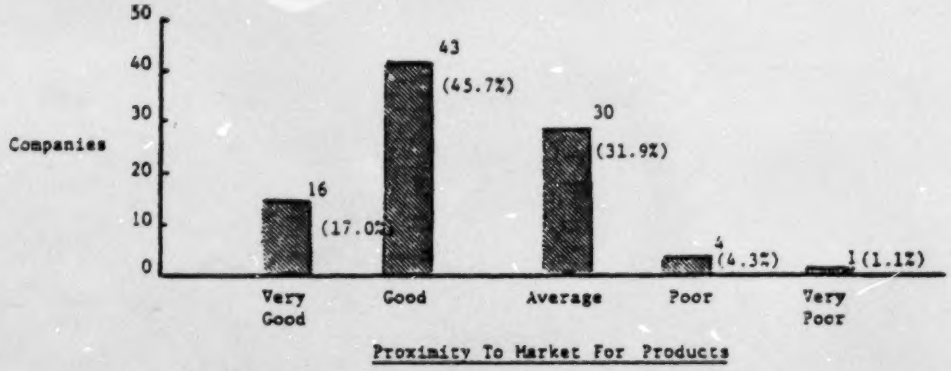
	SERVICE						COST					
	Good	Adequate	Poor	Do not Have	TCR	Did not Respond	High	Fair	Low	Do not Have	TCR	Did not Respond
MUNICIPAL												
Water	52 (58.4)	29 (32.7)	6 (6.7)	2 (2.2)	89	9	19 (21.4)	52 (58.4)	5 (5.6)	13 (14.6)	89	9
Sewer	39 (47.0)	35 (42.2)	7 (8.4)	2 (2.4)	83	15	11 (13.3)	49 (59.0)	6 (7.2)	17 (20.5)	83	15
Roads	22 (22.7)	33 (34.0)	40 (41.2)	2 (2.1)	97	1	12 (12.4)	42 (43.3)	5 (5.1)	38 (39.2)	97	1
Fire Protection	63 (64.3)	32 (32.7)	2 (2.0)	1 (1.0)	98	--	3 (3.1)	48 (49.5)	12 (12.4)	34 (35.0)	97	1
Police Protect.	52 (53.0)	33 (33.7)	9 (9.2)	4 (4.1)	98	--	4 (4.2)	48 (51.1)	8 (8.5)	34 (36.2)	94	4
UTILITIES												
Electric	62 (64.6)	33 (34.4)	1 (1.0)	--	96	2	56 (64.4)	30 (34.5)	1 (1.1)	--	87	11
Natural Gas	68 (71.6)	25 (26.3)	--	2 (2.1)	95	3	52 (60.5)	31 (36.0)	1 (1.2)	2 (2.3)	86	12
Telephone	40 (41.7)	41 (42.7)	15 (15.6)	--	96	2	34 (39.5)	52 (60.5)	--	--	86	17
TRANSPORTATION												
Railroad	21 (27.6)	19 (25.0)	17 (22.4)	19 (25.0)	76	22	12 (19.4)	31 (50.0)	--	19 (30.6)	62	36
Truck	61 (64.2)	32 (33.6)	1 (1.1)	1 (1.1)	95	3	20 ([illegible]4)	50 (63.3)	--	1 (1.3)	79	19
Waterways	16 (23.2)	11 (15.9)	4 (5.8)	38 (55.1)	69	29	1 (1.7)	18 (30.5)	2 (3.4)	38 (64.4)	59	39
Air	3 (3.7)	14 (17.3)	38 (46.9)	26 (32.1)	81	17	11 (19.3)	19 (33.3)	1 (1.8)	26 (45.6)	57	41

* Numbers in parentheses represent percentages.

Thirty-two companies (33%) rated the Illinois highway system in the vicinity of their plants as good to very good, while thirty-two firms (33%) rated the system as adequate. Thirty-four companies (35%) reported that the highway system near their plants was poor to very poor. TCR = 98.



Fifty-nine firms (63%) rated the current geographic proximity of their plant to the market for their products as good to very good. Thirty companies (32%) rated the proximity as average while five firms (5%) reported the proximity of their plant to the market as poor to very poor. TCR = 94.

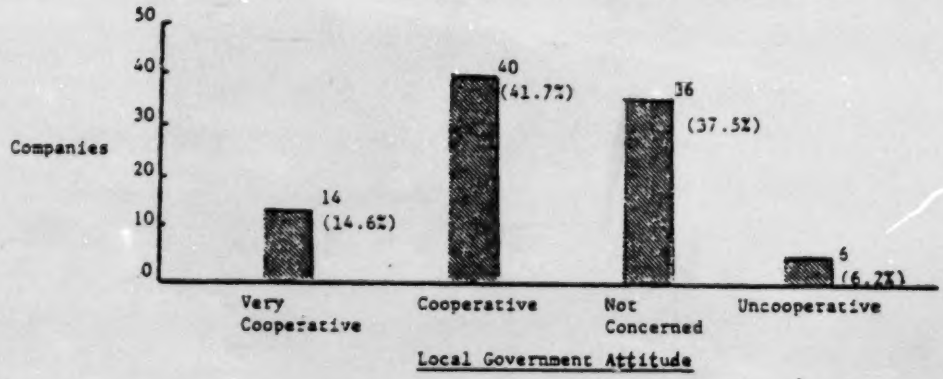


Proximity To Market For Products

Seventy-nine firms (80%) reported that there has been no change in the geographic proximity of their plant to the market in the last three years while three companies (3%) stated that their market is closer and nine companies (9%) said that they were further from their market.

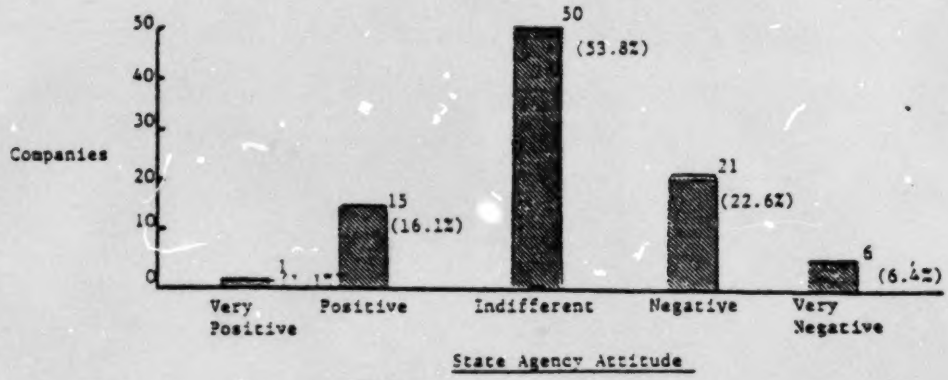
GOVERNMENT INFORMATION - LOCAL AND STATE

Fifty-four companies (56%) rated the local government's current attitude toward their company as cooperative to very cooperative. Thirty-six firms (38%) rated the current attitude as not concerned while six companies (6%) reported that the local government's attitude toward their company as uncooperative. TCR = 96.

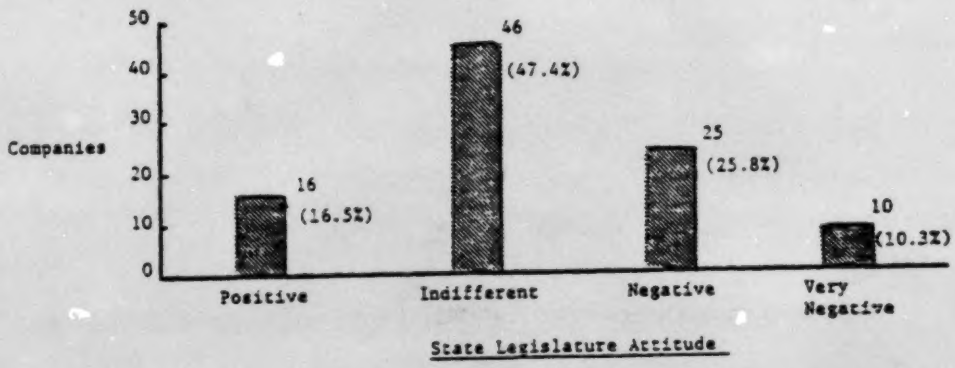


Local Government Attitude

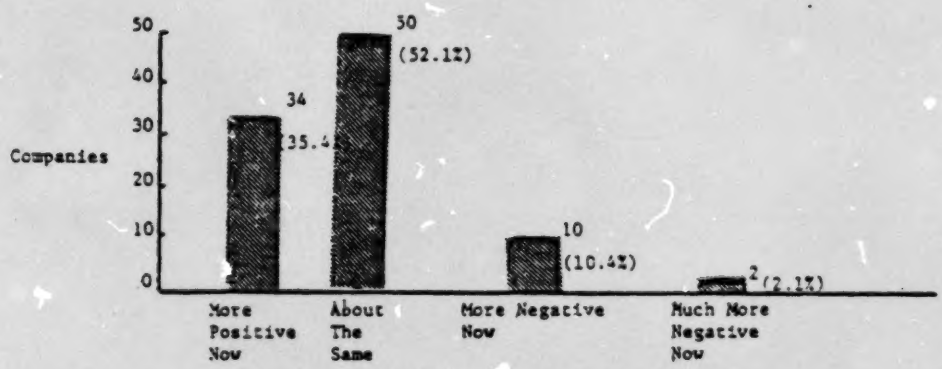
Sixteen firms (17%) rated the current attitude of state agencies toward business in general as positive to very positive while fifty companies (54%) rated the attitude of state agencies toward business in general as indifferent. Twenty-seven firms (29%) reported the attitude of state agencies as negative to very negative. TCR = 93.



Sixteen companies (17%) rated the current attitude of the state legislature towards business in general as positive. Forty-six companies (47%) rated the current attitude of the state legislature forward business as indifferent while thirty-five (36%) rated the attitude as negative to very negative. TCR = 97.



Thirty-four companies (35%) reported that the legislative attitude toward business in general has become more positive during the last three years while fifty firms (52%) stated that the attitude of the state legislature toward business has remained the same since three years ago. Twelve firms (13%) reported that the attitude of the state legislature toward business is more or much more negative now than it was three years ago. TCR = 96.



Legislature Attitude Change

The survey completers ranked the major business issues needing resolution in Illinois. The following list ranks these business issues in priority with number one (1) being the most important and number eight (8) being the least important.

MAJOR ISSUE RANKING	# of Responses as #1 Ranking
1. Worker's Compensation	58
2. Unemployment Tax	16
3. General Taxation of Business	13
4. Highways	4
5. Business Regulations	1
6. Mass Transportation	--
7. Health and Safety Regulations	--
8. Environmental Restrictions	4

Thirteen (13) companies expressed an interest in having a local government leader call on them to discuss any problems currently present at their facility.

MARKETS AND MATERIALS INFORMATION

The ten most mentioned primary market areas for the products of the companies surveyed are listed below by state or country.

PRIMARY MARKETS
(State or Country)

1. Illinois
2. Wisconsin
3. Iowa
4. Indiana
5. Ohio
6. Canada
7. Missouri
8. Michigan
9. New York
10. U.S.A. (Nationwide)

ADVANTAGES AND DISADVANTAGES INFORMATION

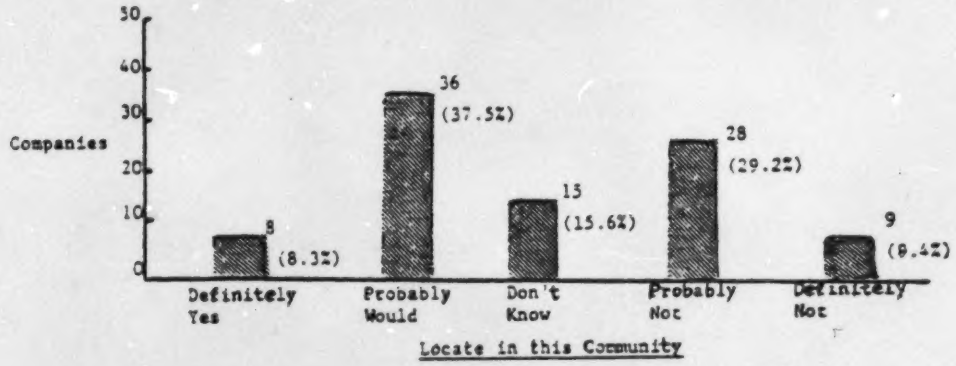
The five most frequently mentioned advantages and disadvantages for doing business in local communities are listed below.

Advantages	Disadvantages
1. Location - Proximity to markets	1. Worker and Union attitude toward business
2. Available Transportation	2. High cost of living, especially housing
3. Labor force availability	3. Lack of or poor air transportation
4. Work ethic and attitude	4. Lack of recreation and cultural activities
5. Availability of energy and raw materials	5. Local taxes too high

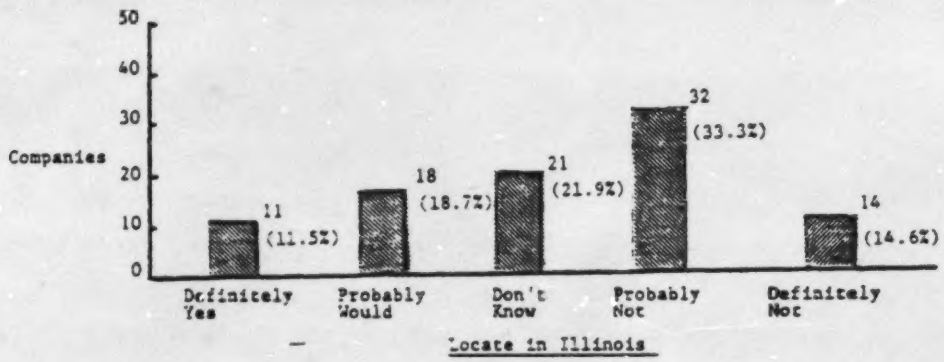
The five most frequently mentioned advantages and disadvantages for doing business in Illinois are listed below.

Advantages	Disadvantages
1. Location	1. Unemployment Compensation costs
2. Available transportation systems	2. Workmen's Compensation costs
3. Abundant labor supply	3. Deteriorating road systems
4. Available energy	4. Anti-business attitude
5. Availability of raw materials	5. Taxes are too high

Forty-four companies (46%) stated that they would probably or definitely locate in this community now, considering what they know about it, while thirty-seven (39%) reported that they would probably or definitely not locate in this community. Fifteen firms (16%) answered that they did not know if they would or would not locate in the community now, considering what they know about it. TCR = 96.



Twenty-nine companies (30%) reported that they would probably or definitely locate in Illinois now, considering what they know about it, while forty-six (48%) stated that they would probably or definitely not locate in Illinois. Twenty-one (22%) firms answered that they did not know if they would or would not locate in Illinois now, considering what they know about it. TCR = 96.



Ninety-five (95) companies stated that they did not plan to permanently close their plants within the next year, while three (3) firms reported that they would be permanently closing their plants.

Forty-one (41) companies reported that they would be interested in having further discussions with economic development people regarding their plans and needs.

Fifty (50) firms indicated that they would like to receive a summary report of this study. Thirty-eight (38) companies stated that they would like to receive the full final report.

RECOMMENDATIONS OF INDUSTRIES

The following recommendations represent a summarization of those things suggested by the executives of companies who participated in this study. The recommendations are broken down into two groupings--local area concerns and state and national concerns. These areas of concern represent the major problem areas designated by industry as the principal reasons why businesses and industries are leaving local communities and the state of Illinois as well as hindering the ability of the local communities and the state of Illinois to attract new industries.

Local Level Recommendations

1. Work to develop a regional airport for air transportation into and out of the area.
2. Work to attract potential customers to the area for purchase of products presently being produced by local industries.
3. Work to attract new industry into the area.
4. Work together in developing an attitude and support materials which promote our local area to maintain present and to attract new industry and people.
5. Work to keep union demands reasonable.
6. Work together to develop and to build recreational centers and recreational and cultural facilities conducive to attracting new industry and new people to area.

State and Federal Level Recommendations

1. Work with legislature and state government for completion of Interstate 412 and repair of existing highway system.
2. Work to enact passage of laws which would be pro-business.
3. Work to bring about relaxation of regulations which are burdensome and expensive for business and industry.
4. Work to bring about improvements in the unemployment compensation legislation and the workmen's compensation legislation.
5. Work toward improvement in the relations between labor and business.
6. Work to improve general taxation legislation affecting business.
7. Work to improve the general business climate in the state of Illinois and nationally.
8. Work together in developing an organized plan of action for attracting new industry into the state while improving conditions for existing industries.

ACTION TAKEN

The Illinois Valley Industry Retention Committee has worked closely with the local Chambers of Commerce groups and the industries involved with this study to follow-up requests for assistance. The Illinois Department of Commerce and Community Affairs and Illinois Valley Community College co-sponsored a workshop at the college on July 27, 1981, on export assistance conducted by Ms. Nancy Blane of the DCCA Chicago division. The DCCA agency plans also to conduct a workshop on Workman's Compensation for industries and businesses. Illinois Valley Community College has responded to requests by two local businesses--Cookie Kingdom in Oglesby and Heptagon in Peru--for financial assistance through the High Impact Training Services program to add new employees to their operations. In addition, IVCC has conducted two courses in-plant for the Sunstrand Corporation of La Salle at their request for training needs related to their employees.

The Illinois Department of Commerce and Community Affairs has contacted those businesses and industries interested in state programs and funds coordinated by DCCA to assist industries in expansion of facilities, new site location, tax credit legislation, other legislative matters, and export assistance. Illinois Valley Community College has made follow-up contact with industries and businesses requesting information regarding training programs and courses offered by the college. A new two-year Associate Degree in Industrial Supervision has been developed and will be offered to the citizens of IVCC's district beginning in January, 1983.

A summary report was written and distributed to the industries requesting copies in addition to all agencies, organizations, and individuals involved with this study. A report for the five regions of the area--La Salle-Peru-Oglesby-Spring Valley, Mendota, Ottawa, Princeton, and Streator--was prepared and distributed to the Chambers of Commerce representatives.

FUTURE RECOMMENDATIONS

1. Illinois Valley Community College will act as a clearinghouse for industry retention and economic development activities. In addition, the college will work closely with businesses and industries to provide for training needs.

2. State legislators will be notified and encouraged to take action involving the concerns of industries, especially those highlighted in the recommendation section of this report.

3. A letter will be sent to the area mayors informing them of the industries which wish to be visited by a local government representative.

4. This report will receive wide distribution to the following individuals and groups:

   Governor Thompson
   Illinois Economic Development Commission
   Area Legislators
   Area Mayors
   Area City Councils
   Area County Boards
   Area Chambers of Commerce
   Industries and Businesses Participating in Study
   Local Media
   Utilities and Service Organizations
   Economic Development Agencies
   Other Concerned Individuals and Groups

5. The Illinois Valley Industry Retention Committee will continue to function on matters dealing with economic development and industry retention and expansion.

6. Recommendations of industries have been reviewed and worked on with attempts being made to bring about solutions to problems concerning these industries.

7. Marketing information will be analyzed and studied to assist in bringing about expansion of existing industry and to stimulate establishment of new businesses and industries in the area.

8. Recommendation to all chambers of commerce to establish a Labor-Management Committee similar to the one set up by the Illinois Valley Area Chamber of Commerce to study existing labor-management conditions.

SUMMARY

The Illinois Valley Industry Retention Program can be labeled as successful when considering the cooperative spirit of local and state people to work together for the benefit of retaining existing industries in the local communities represented in this study. The input of everyone concerned with this program including private industry, Chamber of Commerce representatives, local governmental representatives, state legislators, economic development allies, and state government representatives has been positive, worthwhile, and informative. The industries involved demonstrated great interest and concern by taking the necessary time and effort to complete and return the information-filled questionnaires.

Some problems that industries have experienced in local communities have been worked out to the satisfaction of all involved. More involved and long-lasting concerns of industry have been expressed and discussed with the Industry Retention Program participants. It is hopeful that these concerns and attitudes existing with the industrial and business executives can be further discussed with members of the Industry Retention program, with local and state government representatives, and with state legislators to see if meaningful solutions and changes can be brought about.

The channels of communication have been opened and a constructive dialog has begun between the local private industries and the public sector. The Illinois Valley Industry Retention Committee is seeking to communicate the concerns and problems faced by local industries to the public and to local and state government officials.

We must all work together to help retain existing industries within the local communities to protect the employment, the economic stability, and the worthwhile societal impact provided to our communities by these industries and businesses. A cooperative and positive spirit has been generated through the efforts of the people involved with this study. It is our responsibility as participants in the communities in which we live to do everything possible to retain the existing industries and hopefully attract new and diversified industries for maintaining a healthful and wholesome community atmosphere for our fellow citizens, families, and most importantly, our children.

APPENDIX A

Questionnaire

ILLINOIS VALLEY INDUSTRIAL RETENTION PROGRAM

I. THIS QUESTIONNAIRE: ITS ORIGIN, PURPOSES AND USES.

As part of a total economic development program, the local, regional and state economic development organizations in Illinois Valley have joined together to focus their attention upon the needs of existing businesses. As an existing business you play a vital role in your community. We need solid information which is available only from organizations such as yours. This information will allow us to give support to industry and guide our future retention activities.

This questionnaire is an integral part of this major information gathering program. It is designed to provide information on business attitudes and problems. The current status of business and the projected condition of business will be evaluated.

If you wish for your local, regional and state economic development agencies and organizations to stand ready to help you meet some of your business needs, please so state in the requested place on the questionnaire.

While a composite analysis of the data collected will be made available to economic development people, public officials and the general public, all information on each single plant will remain confidential. The computer analysis will be done by Mr. Don Hayden at I.V.C.C. The final analysis will be done by the Industrial Retention Committee.

II. CLASSIFICATION INFORMATION.

So that the data from the questionnaire can be computer processed by location, a geographic code number has been prepared for each business firm in the Illinois Valley. Your code number is (county) _____ (city) _____ (firm) _____ (mail or interview code) _____. I.V.C.C. has the only code book.

The researchers also need to analyze the questionnaire data by type of firm and size of firm. Hence, please provide the following information:

_____Branch Plant _____Only Plant of this firm.

Products manufactured _____

_____

Current total employment _____

Again, your answers will remain anonymous. If you do wish to be informed of the results of this investigation of businesses in the Illinois Valley, however, please complete the form near the end of the questionnaire and you will be sent the final report or a summary of it.

PLEASE CIRCLE THE NUMBER WHICH BEST REPRESENTS YOUR POINT OF VIEW.

II. PLANT AND SITE INFORMATION.

1. Rate the access of this site for outbound and inbound shipments:
   (1) very good (2) good (3) average (4) poor (5) very poor

2. Rate the location of this site within this community:
   (1) very good (2) good (3) average (4) poor (5) very poor

3. Describe the adequacy of land for expansion:
   (1) substantial expansion space (2) some space (3) no space (4) no space but wish we had some

4. Rate your access to an interstate highway:
   (1) very good (2) good (3) average (4) poor (5) very poor

5. When was this plant built?
   (1) 1980's (2) 1970's (3) 1960's (4) 1950's (5) 1940's (6) 1930's
   (7) 1920's (8) Prior to 1920's

6. When was the production begun?
   (1) 1980's (2) 1970's (3) 1960's (4) 1950's (5) 1940's (6) 1930's
   (7) 1920's (8) Prior to 1920's

7. Has your company expanded the physical size of this plant in the last 3 years?
   (1) substantial physical expansion (2) some expansion (3) no physical expansion
   (4) some physical reduction (5) substantial reduction (6) not in operation 3 years ago

8. Has your company invested in production equipment (excluding required environmental controls) in the last 3 years?
   (1) substantial reinvestment (2) some reinvestment (3) no reinvestment
   (4) removed some equipment (5) removed substantial equipment (6) not in operation 3 years ago

9. What is your understanding of your company's plans to expand physically this plant in the next 3 years?
   (1) decided to expand (2) thinking about expanding (3) not thought about expansion (4) thinking about not expanding (5) decided against expansion

10. What is your understanding of your company's plans to invest money in production equipment (not required environmental controls) in the next 3 years?
    (1) decided to reinvest (2) considering reinvestment (3) had not thought about reinvestment (4) considering not

11. In your view, how does your equipment compare to the standard within your industry?

(1) our equipment is much better (2) better (3) about the same (4) poorer

(5) much poorer

IV. EMPLOYMENT AND LABOR INFORMATION.

1. How does your current employment compare to that of 3 years ago?

(1) much higher now (2) higher (3) about the same (4) lower (5) much lower

(6) plant not in operation 3 years ago

2. What is your current hiring situation?

(1) hiring many new employees (2) hiring some new employees (3) stable

(4) laying off some employees (5) laying off many employees

3. In your opinion, how will your projected employment in 3 years compare to your current employment?

(1) much higher in 3 years (2) higher (3) about the same (4) lower in 3 years

(5) much lower in 3 years.

4. By percentage, what is your estimation of the composition of your labor force?

(1) skilled		%
(2) semi-skilled		%
(3) unskilled		%
(4) office/clerical		%
(5) managerial		%
Total		%

5. In your estimation, how far from their homes do what percent of your employees travel to work, within the following categories:

(1) 0 - 5 miles		%
(2) 6 -10 miles		%
(3) 11-15 miles		%
(4) 16-20 miles		%
(5) Over 20 miles		%
Total		%

6. Do you train your employees in-house?

(1) yes (2) no

7. What is your evaluation of the trainability of the labor in your current labor market?

(1) very trainable (2) trainable (3) about average (4) difficult to train

(5) untrainable

8. Do you know about state funded training programs?

(1) yes (2) no

9. Are you experiencing shortages in any segment of your work force? (Circle all that apply.)

(1) skilled (2) semi-skilled (3) unskilled (4) office/clerical (5) managerial

10. In your opinion, in which segments of your work force are the labor shortages greater today than they were 3 years ago? (Circle all that apply.)

(1) skilled (2) semi-skilled (3) unskilled (4) office/clerical (5) managerial

(6) not in operation 3 years ago

11. In which of the following categories do you anticipate the need to train people at your facility? (Circle all that apply.)

(1) skilled (2) semi-skilled (3) unskilled (4) office/clerical (5) managerial

12. Rate your current employee-management relations:

(1) very good (2) good (3) average (4) poor (5) very poor

13. In you opinion how do these current employee-management relations compare to those of 3 years ago?

(1) much better today (2) better (3) about the same (4) worse (5) much worse

(6) plant not in operation 3 years ago

14. Rate your current employee productivity (cost to product per unit):

(1) very high (2) high (3) average (4) low (5) very low

15. Are you experiencing any of the following problems with your labor force? (Circle all that apply.)

(1) no loyalty (2) high turnover (3) high absenteeism (4) poor work ethic

(5) militancy

16. How would you describe the overall age of the work force?

(1) getting younger rapidly (2) getting younger (3) remaining about the same

(4) getting older (5) getting older rapidly

17. What unions are represented at your plant? (Please list.)

_____ _____

_____ _____

_____ _____

_____ _____

V. LOCAL COMMUNITY INFORMATION.

1. Please rate the following services in two ways--quality of service, and cost.

	Service			Do not Have	Cost		
	Good	Adequate	Poor		High	Fair	Low
MUNICIPAL							
(1) Water							
(2) Sewer							
(3) Roads							
(4) Fire Prot.							
(5) Police Prot.							
UTILITIES							
(6) Electric							
(7) Natural Gas							
(8) Telephone							
TRANSPORTATION							
(9) Railroad							
(10) Truck							
(11) Waterways							
(12) Air							

2. Rate the Illinois Highway System in the vicinity of your plant.
   (1) very good (2) good (3) average (4) poor (5) very poor

3. Rate the current geographic proximity of this plant to the market for its products:
   (1) very good (2) good (3) average (4) poor (5) very poor

4. What has been the change in the geographic proximity of this plant to its market during the last 3 years?
   (1) now much closer to market (2) closer to market (3) about the same (4) now further from market (5) much further from market (6) not in operation 3 years ago

VI. GOVERNMENT INFORMATION -- LOCAL/STATE.

1. In your view, what is local government's current attitude toward your company's operation?
   (1) very cooperative (2) cooperative (3) not concerned (4) uncooperative (5) very uncooperative

2. In your opinion, what is the current attitude of state agencies toward business in general?
   (1) very positive (2) positive (3) indifferent (4) negative (5) very negative

3. In your opinion, what is the current attitude of state legislature towards business in general?

(1) very positive (2) positive (3) indifferent (4) negative (5) very negative

4. In your opinion, how has the legislative attitude towards business in general changed during the last 3 years?

(1) much more positive now (2) more positive now (3) about the same

(4) more negative now (5) much more negative now

5. Please rank the major business issues you feel need to be resolved in Illinois (from 1 representing the most important to 8 as least important).

_____ (1) highways _____ (2) business regulation

_____ (3) environmental restrictions _____ (4) worker's compensation

_____ (5) unemployment tax _____ (6) mass transportation

_____ (7) general taxation of business _____ (8) health & safety regulations

6. Would you like a local government leader to call you to discuss any problems you currently may face at this facility?

(1) yes (2) no

VII. MARKETS AND MATERIALS INFORMATION.

1. What are the primary market areas for your products? Please list by state:

_____ _____

_____ _____

_____ _____

2. What materials (raw or finished) components, or major supplies would it be to your advantage to have manufactured, produced or processed locally or in this area, that you now purchase from more distant sources?

Item	Present Source	Frequency	Purchase
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

VIII. ADVANTAGES/DISADVANTAGES INFORMATION.

1. In summary, please give your opinion as to the advantages or disadvantages of doing business in this community:

Advantages	Disadvantages
_____	_____
_____	_____
_____	_____
_____	_____

2. Also, please give your opinion as to the advantages or disadvantages of doing business in Illinois:

Advantages:	Disadvantages:
_____	_____
_____	_____
_____	_____

3. In your opinion, would your firm locate this plant in this community now, considering what you know about it?

(1) definitely yes (2) probably would (3) don't know (4) probably not

(5) definitely not

4. In your opinion, would your firm locate this plant in Illinois now, considering what you know about it?

(1) definitely yes (2) probably would (3) don't know (4) probably not

(5) definitely not

5. Does your company plan to permanently close this plant within the next year?

(1) yes (2) no

IX. GENERAL BUSINESS INFORMATION.

1. Finally, would you like to receive additional information about business assistance, incentives or services related to:
   (1) State employee training programs
   (2) Industrial Revenue Bond issues
   (3) Tax investment credit legislation
   (4) Export assistance

   Utility rates and/or service information:
   (5) Water (6) Sewer (7) Electric (8) Gas (9) Telephone

   Transportation Rates/Services:
   (10) Truck (11) Rail (12) Air (13) Water

   State Departments or Agencies:
   (14) DCCA (15) IDOT (16) EPA (17) Dept. of Revenue
   (18) Secretary of State (19) State Bd. of Ed. (20) Jobs Serv.

2. Would you name any suppliers or customers who might be prospects for location of facilities in the Illinois Valley area?

3. How can your local, regional or state development groups help you?

4. Can they call on you to discuss some of your plans and needs?
   (1) yes (2) no

5. Would you like to receive a copy of this report?
   (1) yes, summary only (2) yes, whole report (3) no, neither

6. If yes, please provide a name and an address:

_____	_____
(name)	(title
_____	_____
(street address)	(city, zip code)

X. SUPPORTERS OF THIS RETENTION EFFORT.

1. This questionnaire and the efforts at retention of industry in Illinois are sponsored and supported through your local community and the following economic development groups:

Burlington Northern Railroad
Commonwealth Edison
Illinois Department of Commerce and Community Affairs
Illinois Bell
Illinois Power Company
Illinois Valley Community College
Illinois Valley Area Chamber of Commerce
Marseilles Chamber of Commerce
Mendota Chamber of Commerce
Northern Illinois Gas
Ottawa Chamber of Commerce and Industry
Princeton Chamber of Commerce
Streator Chamber of Commerce

ILLINOIS VALLEY INDUSTRIAL RETENTION PROGRAM

Companies Completing and Returning Questionnaire

Agricultural Building Company
Rural Route
Mendota, IL 61342

Air Products & Chemical Company
Civic Industrial Park
La Salle, IL 61301

Allen Group, Inc.
G & O Manufacturing Company
820 Brunner St.
Peru, IL 61354

American Hoechst Corp.
West Norris Drive
Ottawa, IL 61350

American Hoechst Corp.
501 Brunner St.
Peru, IL 61354

American Nickeloid Company
W. Main St.
Peru, IL 61354

Astron Corporation
22 Marquette Road
Oglesby, IL 61348

Badge-A-Minit Ltd.
Civic Road Park
La Salle, IL 61301

Barcol Overdoor Company
Rtes. 6 & 34
Sheffield, IL 61361

Beker Industries
Highway 6
Marseilles, IL 61341

Black Brothers Company
501 Ninth Avenue
Mendota, IL 61342

Borden, Inc.
Smith Douglas Road
Streator, IL 61364

Borg-Warner Chemical Company
Canal Road
Ottawa, IL 61350

Borg-Warner Corporation
1111 McKinley Road
Ottawa, IL 61350

Burns Machine Company
901 W. Marquette
Ottawa, IL 61350

Carus Corporation
1500 Eighth St.
La Salle, IL 61301

Champion Pneumatic Company
1301 N. Euclid
Princeton, IL 1356

Coca Cola Bottling Company
2325 Fourth St.
Peru, IL 61354

Conco-Tellus, Inc.
South 14th Avenue
Mendota, IL 61342

Cuke, Inc.
1605 First St.
Mendota, IL 61342

Dahlgrens, Inc.
517 Walnut St.
Oglesby, IL 61348

Daily News-Tribune
426 Second St.
La Salle, IL 61301

Dart Industries
Thatcher Glass
Walnut St.
Streator, IL 61364

Del Monte Corporation
Route 34
Mendota, IL 61342

DePue Boiler & Tank Company
216 W. Fourth St.
DePue, IL 61322

DuPont Corporation
7700 W. DuPont Road
Morris IL 60450

ESK Corporation
P. O. Box 412
Hennepin, IL 61327

Fasco Mills Company
Route 34 East
Mendota, IL 61342

F. X. Neumann & Sons Company
800 South Bloomington
Streator, IL 61364

Good Tastin Cookie Company
1012 Peoria St.
Peru, IL 61354

Gulf & Western Industries
Main Street
DePue, IL 61322

Harper Wyman Company
525 Elm Place
Princeton, IL 61356

Hart Carter Company
1501 First Avenue
Mendota, IL 61342

Heico, Inc.
South 14th Avenue
Mendota, IL 61342

Illinois Cement Company
Liberty Street
La Salle, IL 61301

Illinois Fruit & Produce Company
One Quality Lane
Streator, IL 61364

Illinois Office Supply Company
1119-1125 La Salle St.
Ottawa, IL 61350

Illinois Valley Container Co.
Terminal Road
Peru, IL 61354

Industrial Power Controls
535 W. Norris Drive
Ottawa, IL 61350

Joanna Western Mills Company
North Main St.
Ladd, IL 61329

Jobco, Inc.
Backbone Road East
Princeton, IL 61356

Jones & Laughlin Steel Company
Route 71
Hennepin, IL 61327

Josten's, Inc.
615 South 6th Street
Princeton, IL 61356

Kaiser Chemical Company
Highway 6
Box 58
Marseilles, IL 61341

Knoedler Manufacturing Company
904 E. Kent
Streator, IL 61364

Knute Hammel Business Forms Co.
1701 E. Harrison
Granville, IL 61326

La Salle Mfg. & Machine Co.
R. R. 1, La Salle Road
La Salle, IL 61301

La Salle Neon Sign Company
2709 St. Vincent's Avenue
La Salle, IL 61301

Lettercraft Printers
1723-25 Fourth Street
Peru, IL 61354

Marquette Cement Company
Portland Avenue
Oglesby, IL 61348

Martin Marietta Corporation
Main Street
Wedron, IL 60557

Mertel Gravel Company
West Water Street
Peru, IL 61354

Motor Wheel Corporation
605 - 12th Street
Mendota, IL 61342

Mushro Machine & Tool Company
819 E. Bridge St.
Streator, IL 61364

National Metalwares
200 River Street
La Salle, IL 61301

New Generation Foods
South Columbia Avenue
Oglesby, IL 61348

Northware Industries, Inc.
1821 E. Norris Drive
Ottawa, IL 61350

NSM, Inc.
1617-29 Water St.
Peru, IL 61354

Ohmite Corp.
West Railroad Avenue
Princeton, IL 61356

Ottawa Publishing Company
110 W. Jefferson
Ottawa, IL 61350

Ottawa Silica Company
LaFayette & Boyce
Ottawa, IL 61350

Owens-Illinois, Inc.
901 N. Shabbona
Streator, IL 61364

Pantrol, Inc.
1510 N. Chestnut
Ottawa, IL 61350

Patten Industries
590 Mayer Road
Oglesby, IL 61348

Peabody Myers Corporation
1621 S. Illinois
Streator, IL 61364

Peltier Glass Company
518-524 DeLeon
Ottawa, IL 61350

Peru Mall Association
Rte. 51 & Wenzel Road
Peru, IL 61354

Pioneer Hi-Bred
816 N. Main St.
Princeton, IL 61356

PQ Corporation
340 E. Grove
Utica, IL 61373

Ralston-Purina Company
R. R. 3
Princeton, IL 61356

Riverside Graphics
810 W. Bridge St.
Streator, IL 61364

RonKen Industries
Wolfer Industrial Park
Spring Valley, IL 61362

Schalage Lock Company
LCN Closers
W. Railroad Avenue
Princeton, IL 61356

Sigma Press, Inc.
Rte. 23 & I-80
Ottawa, IL 61350

Snap-On Tools Corp.
999 McKinley Road
Ottawa, IL 61350

S & S Tool & Die Company
1820 N. Sterling St.
La Salle, IL 61301

Standard Foundry Products
9 Commercial St.
Marseilles, IL 61341

Stewart-Warner Corp.
Bassick's Division
Route 6
Spring Valley, IL 61362

Stewart-Warner Corp.
Hobb's Division
Route 6
Spring Valley, IL 61362

Streator Brick System
West End of 9th St.
Streator, IL 61364

Streator Dependable
410 W. Broadway
Streator, IL 61364

Sunstar Foods, Inc.
118 Iowa Avenue
Streator, IL 61364

Sundstrand Corporation
Airport Road
La Salle, IL 61301

Tek-O-Motive, Inc.
Franklin St.
La Moille, IL 61330

Teleweld, Inc.
416 N. Park St.
Streator, IL 61364

Times Press
122 South Bloomington
Streator, IL 61364

TransAmerican Insurancve Company
123 S. Pleasant St.
Princeton, IL 61356

Transco, Inc.
1215 E. 12th St.
Streator, IL 61364

Tribune Printing Company
413 South Main
Princeton, IL 61356

Tuscarora Plastic Company
701 Vermillion
Streator, IL 61364

Utica Terminal, Inc.
R. R.
Utica, IL 61373

Valley Electro Corporation
Servo Motor Company
Wolfer Industrial Park
Spring Valley, IL 61362

Valley Forms, Inc.
200 Illinois St.
Spring Valley, IL 61362

Valley Metal Products
222 Young St.
Marseilles, IL 61341

Van Wingerden, Inc.
Rte. 89
Granville, IL 61326

Waukesha Rubber Company
Cleveland St.
Ladd, IL 61329

Wayside Press
1501 Washington St.
Mendota, IL 61342

W. H. Maze Company, Inc.
100 S. Church Street
Peru, IL 61354

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